



PARTNERSHIP SUCCESS STORIES

Labor and management working together to improve care delivery and quality of work life



Decreasing Call Bells Through Purposeful Hourly Rounding & “Peer-to-Peer” Observational Feedback

The Mount Sinai Hospital, Women and Children’s Services – KP5 Unit

The Mount Sinai Hospital is one of seven hospital campuses in the Mount Sinai Health System in the New York metropolitan area. The Labor Management Project (LMP) supported a labor-management process improvement (PI) initiative on its Women and Children’s Services Unit (KP5).

The Challenge

The Mount Sinai Hospital aimed to improve the patient experience and patient satisfaction through purposeful hourly rounding (PHR) and Peer-to-Peer Observational Feedback.

The Solution

After conducting patient-centered care trainings for 104 Mount Sinai Hospital staff between May and June 2016, the LMP guided a PI team jointly led by a representative from management, 1199SEIU, the New York State Nurses Association (NYSNA) and composed of clinical and administrative staff on KP5. The focus of the project was interdisciplinary team-building, using Purposeful Hourly Rounding (PHR) and Peer-to-Peer Observational Feedback as a framework. PHR covers the four Ps: assistance with pain, personal hygiene, position, and access to possessions. Nursing staff performed PHR every hour, while all other disciplines rounded at every point of contact with patients.



Under the guidance of the LMP, executive steering and sponsorship committees were established that included representatives of two unions, 1199SEIU and NYSNA, and of the departments of Nursing, Operations, Learning and Talent Development, Labor Relations, and Patient Experience. These committees were charged with forming and guiding the PI projects that would improve patient experience.

The LMP consultant coached the PI team on PDSA (Plan, Do, Study, Act), a process improvement methodology. With KP5 labor-management facilitators, the LMP co-designed an organizational development curriculum that included team-building and relational coordination. Additionally, the LMP consultant trained the team on peer-to-peer coaching and an observational feedback process. The PI team’s labor-management facilitators and team members then provided an in-service training to all unit staff and served as coaches during the intervention. The coaches provided interdisciplinary staff with additional experiential learning on purposeful rounding and peer review observational feedback. The learning sessions included staff-produced video clips in which staff played the part of patients in challenging situations to demonstrate best practices in patient rounding.

The PI team trained more than 126 healthcare workers over three weeks. These included all disciplines entering the unit to interact with patients, including managers, patient care assistants, business associates, nurses, environmental service workers, support associates, dietary workers, and lactation consultants. In addition, an observational feedback application on their iPads allowed staff to provide and receive feedback directly from one another, learning what they did well and what they could improve upon during PHR.

According to staff participating in the process, receiving peer feedback was initially a challenge, and it took some time to get used to no longer having a manager playing that role. “It has been a culture change. We still have staff getting adjusted to this new process,” says KP5 Business Associate and Labor Facilitator Pamela Brooks.



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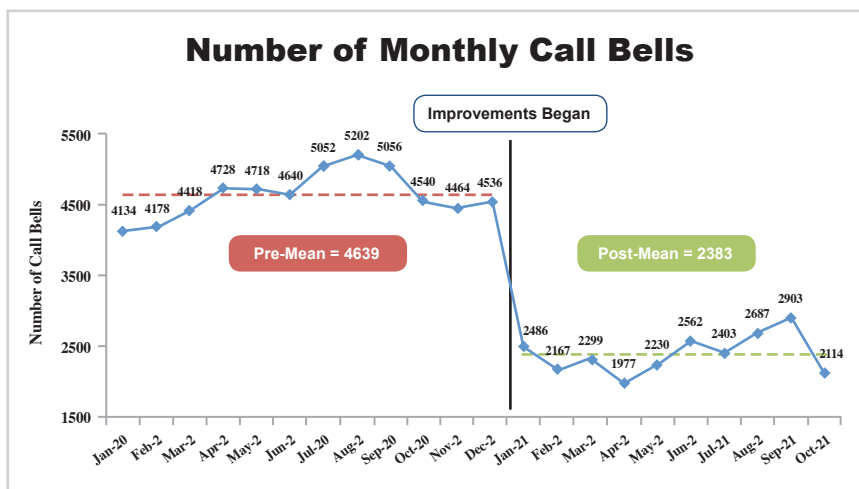
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The Results

Studies suggest that anticipating and addressing patients' needs through the implementation of purposeful hourly rounding decreases the use of call lights and leads to improved patient satisfaction. Monthly call bell data were collected and reported for 2016 through October 2017. As a result of the strategies implemented, KP5 saw a 49% reduction in monthly call bells.

The team has created a weekly newsletter to keep staff informed about the changes happening in their units. Each issue features information about call bells, sick calls and discharges, as well as a "staff to staff" shout-out focused on staff collaboration and recognition.



Positive Feedback

Saily Cabral, 1199SEIU Vice President: "This labor-management team has been able to demonstrate that a strong partnership can deliver amazing outcomes."

Frances Cartwright, Mount Sinai Hospital Chief Nursing Officer and Senior Vice President: "I am so proud that they have become a transdisciplinary team, each sharing the same goal to improve our patients' experience."

Sharon Cedeno, KP5 Patient Care Associate and PI Labor Management Facilitator: "We actually enjoyed spending time together and learning how we can improve the unit."

Ann Clampet, KP5 Manager and PI Labor Management Facilitator: "Our unit was having difficulty reaching Press Ganey scores. We understood that we needed to become a stronger team if we were going to meet our goals consistently."

Kerri Biktjorn, KP5 RN and PI Labor Management Facilitator: "We are working together as a unified team now. When you work together, everything runs more smoothly."

Regina Censullo, LMP Consultant: "The team worked really hard. Everyone was engaged and felt empowered to do the work. As PHR is incorporated into the workflow, we will continue to expand the project and help other units within the Mount Sinai system."

THE LABOR MANAGEMENT PROJECT (LMP) is a consulting group that brings labor and management together to address the complex challenges facing today's healthcare organizations. Funded through collective bargaining, the LMP is overseen by a board of trustees with representatives from 1199SEIU United Healthcare Workers East and the League of Voluntary Hospitals and Homes of New York (an employer association and bargaining agent).

The LMP's mission is to support the partnership of labor and management health care teams to achieve positive work environments, excellent care and community wellbeing. Goals include increasing worker voice and involvement; enhancing the quality of care; improving patient and staff satisfaction; and increasing operational effectiveness and performance.

The LMP offers a broad range of services and strategies, including organizational development and labor-management consulting, process improvement facilitation, skill-building sessions, workplace and community health, and research and evaluation.